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NINTH PLENUM SPEECH OF MICHAL KRAJEWSKI
ON THE INTRODUCTION OF NEW WORK METHODS IN POLAND

Nowe Drogi
Warsaw, Oct 1953

[The following report of Michal Krajewski, Representative of the Minister of Industrial Construction for the Dissemination of New Work Methods, was given at the Ninth Plenum of the KC PZPR (Central Committee of the Polish United Workers' Party), held in Warsaw on 29-30 October 1953.

The report was given at the plenum as an amplification of the featured report of Premier Boleslaw Bierut, "Task of Party in Struggle to Raise Standard of Living of Workers in Current Phase of Building Socialism." An English-language translation of Bierut's report is available in the PAP (Polish Press Agency) released of 6 November 1953, pages 1-44.]

I would like to speak on certain aspects of technical progress, especially the Stakhanovite teamwork methods and their application in construction.

In construction, we have introduced a new catalogue of norms and piece rates based on technical advances and increased labor productivity. The new norms and rates permit a broad application of teamwork methods, which open up great possibilities for a further increase in labor productivity and workers' earnings. Teamwork methods have not been adequately applied in construction.

The chief reason for this disregard of teamwork methods is the inadequate training of construction workers. Another reason is management's lack of interest in the introduction of the teamwork methods. Instead of directing operations, providing good plans and specifications on schedule, and helping to organize work at the construction site, management has been issuing orders, instructions, and circulars sporadically, which are of no use to the managers on the job.

Because of improper distribution and disregard of delivery targets, there is a shortage of materials. Distribution of materials to the workers on the job is not properly organized, and the transport of materials at the construction site is not adequately mechanized. Obviously the wage system does not provide any material incentive to our engineering and technical staffs to fight for the introduction of teamwork methods.

The fulfillment of construction plans is measured only in terms of monetary expenditures, and not in terms of physical fulfillment of the plan. Premium pay in construction, which constitutes 40-60 percent of the earnings or a large part of the wages, is based on this measurement alone. This explains the lack of interest of supervisors or foremen in the physical fulfillment of the construction plan, in the efficient use of production load charts, or in the rapid progress of the work. But it is only concern for rapid progress, reduction of costs, and physical fulfillment of the plan that is the real incentive for introducing new work methods.

This leads to great damage, waste, and carelessness.

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Nonachievement of construction plans on schedule, disregard of production load charts, and disregard of latent possibilities in new work methods makes it necessary for the construction manager to ask for additional workers when the target date approaches.

In developing the Stakhanovite methods, it is important to show concern for the individual, it is important to develop work competition, and it is very important to recognize the actual number of shockworkers and not merely to rely on statistical data. In many instances, one stroke of the pencil has increased the number of shockworkers. We must teach the worker not only to lay bricks by teamwork method, but we must also convince him that it is advantageous not only in building socialism but to him personally. Our tasks in promoting teamwork methods in construction are not simple but it is up to us to achieve them.

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